

# Michigan Department of Human Services

## Recent Developments in Child Welfare

May 4, 2009

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## Children in Foster Care

- *17,028 children are under the supervision of Michigan DHS as of April 27, 2009.*
- The number of children under DHS care and supervision has been trending down from a peak of 19,214 as of December 2003.
- The children are almost evenly split between males and females.
- Few children are placed more than 50 miles from their originating address, with most children living within 20 miles.
- Among current living arrangements, 37% of current children in care are placed with relatives, 11% are being supervised in their own homes and 36% are placed in foster homes.

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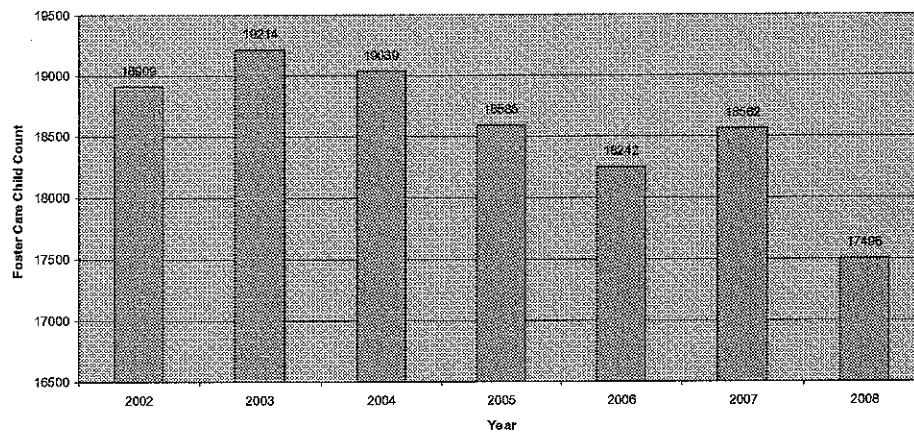
## Children's Protective Services

- FY 2007
  - 77,012 complaints investigated
  - 58,119 were not substantiated
  - 18,893 were substantiated
- FY 2008
  - 74,441 complaints investigated
  - 54,788 not substantiated
  - 17,475 were substantiated

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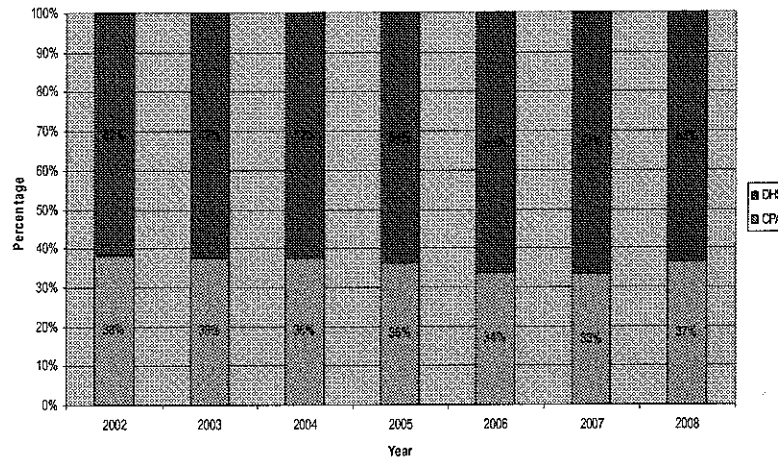
Number of Foster Care Children By Year



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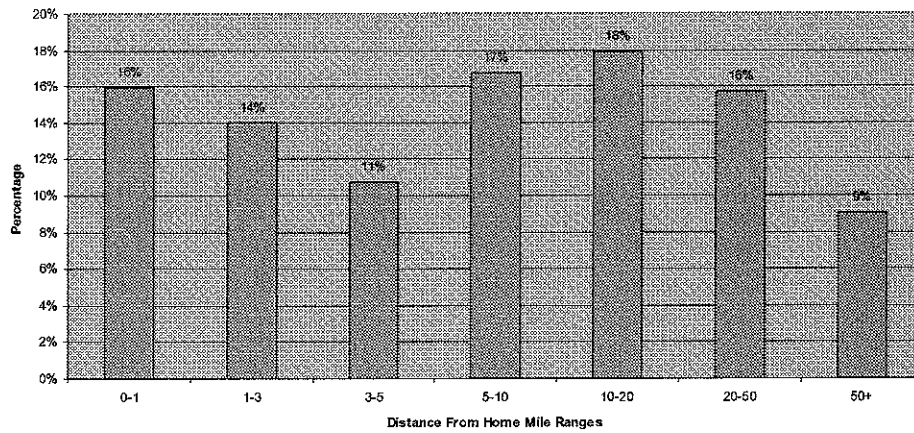
Foster Care - DHS and CPA Supervised Children By Year



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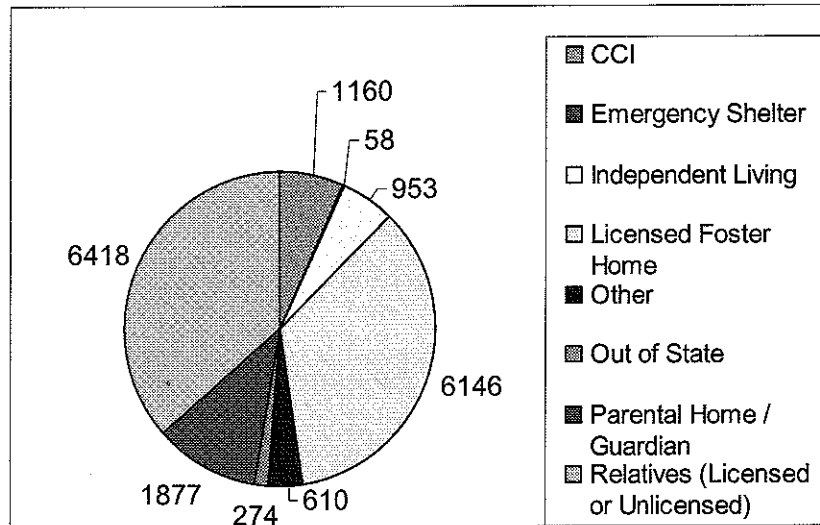
Current Foster Care Children - Placement Distance From Home



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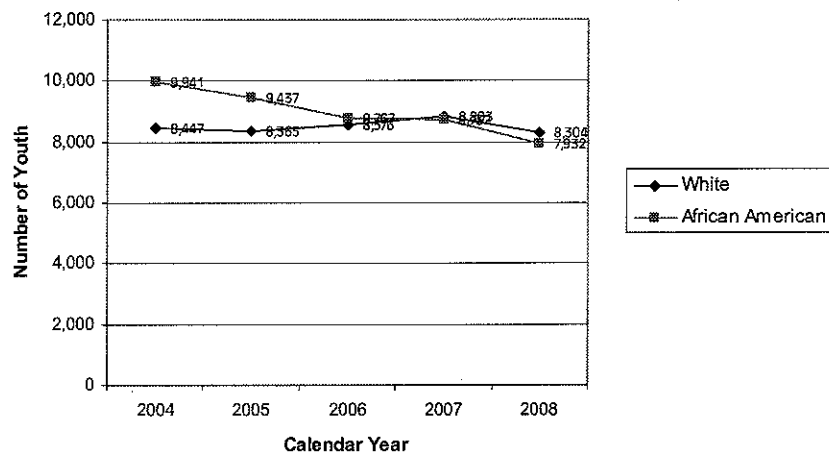
## Foster Care Living Arrangements FY08



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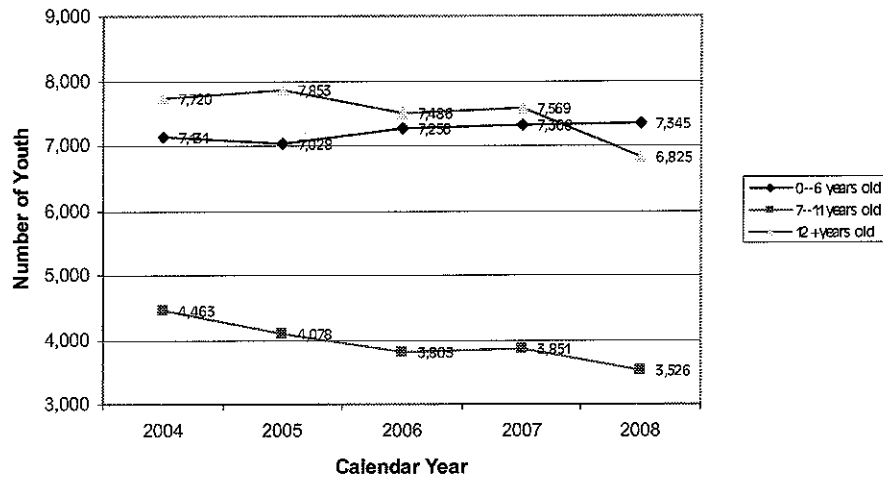
## 5 Year Trend of Foster Care Youth Race Description



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5 Year Trend of Foster Care Youth Ages



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## Recent Changes

- **New FTEs for FY 2009-- 803**

- Central Administration	49
- Foster Care Workers	90
- CPS Workers	198
- Permanency Planning Assistants	104
- TDM Facilitators	43
- IV-E Funding Specialists*	80
- Administrative Support Workers	49
- First Line Supervisors	115
- Second Line Supervisors	16
- Management and Administrative	8
- Miscellaneous**	51

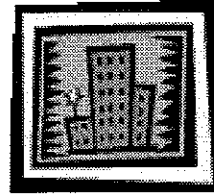
\* 50% of the IV-E Funding Specialist's positions is devoted to relative licensing

\*\* Includes Wayne County Medically Fragile Unit and 24 Hour CPS coverage

- In addition to the new positions, up to 13,000 overtime hours approved.

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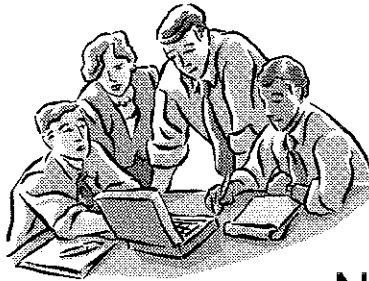


## New Offices & Bureaus

Children Services Administration (CSA)  
Child Welfare Improvement Bureau (CWIB)  
Child Welfare Training Institute (CWTI)  
Child Welfare Urban Field Operations (UFO)

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## New Units

Adoption & Permanency  
Federal Compliance  
Data Management  
Quality Assurance  
Training & Curriculum Development

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# Bifurcation

Designated Counties  
November 2008



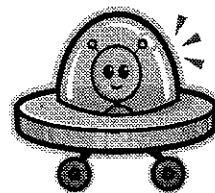
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Child Welfare  
Urban Field Operations  
Cynthia Maritato

5 Designated Counties



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## Designated County Children Services Directors

Wayne: Margaret Warner  
Kent: Savator Selden-Johnson  
Macomb: Longino Gonzales  
Oakland: Susan Hull  
Genesee: Stacie Bowens

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## Children Services Field Manager

Sheryl Thompson

78 Counties

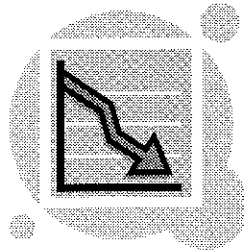


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# Staffing, Caseloads, and Staff Qualifications



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## Increased Staff Qualifications and Training: CPS, Foster Care, and Adoption Workers

- All newly hired entry-level staff will be required to
  - Hold a bachelor's degree in social work or another human services area;
  - Complete an eight week competency-based pre-service training program;
  - Pass a competency evaluation including a written examination.
  - Requirement for annual in-service hours



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## Increased Staff Qualifications and Training: DHS Supervisors

- By April, 2009, supervisor training and evaluations must be in place:
  - Minimum of 40 hours of annual competency-based in-service training
  - Competency-based performance evaluation based on training for all supervisors
    - New supervisors who are promoted from within DHS or hired from outside DHS: must pass evaluation within 3 months of assuming the new position
    - Existing supervisors must receive training and pass evaluation no later than July, 2010.
  - Supervisors hired after January 2009 must have MSW or related advanced degree.
  - Current supervisors <18 months experience must earn MSW or related degree within 4 years
  - Exploring a Title IV-E Tuition Reimbursement Program,
- Private agency staff will meet same requirements

- All newly hired entry-level staff will be required to
  - » Hold a bachelor's degree in social work or another human services area;
  - » Complete an eight week competency-based pre-service training program;
  - » Pass a competency evaluation including a written examination.
  - » Requirement for annual in-service hours

## Caseload reductions

- **Interim reductions yearly until final goals in 2011**
- **Supervisors:** now 1:8, to be 1:5 (Supervisor-Staff).
- **Foster care specialists:** now 1:30, to be 1:15
- **Adoption specialists:** now 1:30, to be 1:15
- **CPS specialists' investigation service caseloads:** now 1:20, to be 1:12
- **CPS specialists' ongoing service caseloads:** now 1:30, to be 1:17.
- **"Purchase of service" monitoring workers:** now 1:60, to be 1:45.
- **Licensing specialists:** now 1:40, to be 1:30.

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## Percentage of Direct Foster Care Workloads Meeting Target Ratios

DHS Case Load Compliance	Private Agency Caseload Compliance
87% of caseloads 30:1 or less	96.5% of caseloads 30:1 or less
69% of caseloads 25:1 or less	88% of caseloads 25:1 or less

Based on November 2008 Caseload Count Data SCAO Presentation May 4, 2009

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## Adjusting to Caseload Standards

- Working to reduce CPS & Adoption caseloads while maintaining FC ratios. Conducting regular caseload counts with weighted ratios at the total FY 09 caseload ratios
- Hiring additional staff.
- Quadrupled capacity for pre-service training.
- Opportunity for in-service training.
- 13,000 hours approved for overtime

## Special Reviews

- Special reviews will be conducted on the cases of children in high risk categories in order to assess and determine what must be done to meet the needs of these children. Special reviews will be conducted on all of the high risk categories and will be repeated every 90 days upon approval of the review plan.

## Special Reviews for High Risk Cases

- Review teams are recommended by the QA Manager and convened under the authority of the Deputy Director for Children Services Administration.
- Review teams are multidisciplinary and made up of DHS, private agency, local agency and state partners (SCAO, FCRB, etc.).
- Teams consist of members with skills and experience to conduct the specific reviews.
- Initial reviews will focus on the allegations of CAN in residential or foster care settings.

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## Special Review Teams

- First reviews will commence the week of January 26<sup>th</sup> with a complete file review of 34 children who have been the subject of three or more reports of abuse/neglect in foster care or residential settings and who remain in that setting.
- Draft case reading tool will be piloted at this first review.
  - Review protocols from Illinois, Georgia and Indiana have been reviewed.
  - Just in time training will be provided for reviewers.

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## Special Review Teams

- Summary reports will be prepared for the Director and the Children's Cabinet and include findings, recommendations and corrective action plans.
- CQI plans will be developed and implemented based on review of outcomes and approval from Children's Cabinet.

## Special Review: High Risk Cohorts

1. Children who have been the subject of an allegation of CAN in foster care or residential care settings between June 2007 and September 2008.
2. Children who have been the subject of 3 or more allegations of CAN in foster care settings.
3. Children in foster care with 3 or more placements within 12 months.
4. Children in residential care settings for 1 or more years.
5. Children in foster care in unrelated caregiver placements.

## **Children who have been the subject of an allegation of CAN in foster care or residential settings**

- 666 (3.7%) children have been the subject of allegations of abuse or neglect (as of 1/5/2009)
  - Includes all complaints, including screen out and rejections, only withdrawn are excluded
- Gender
  - Male: 345 (51.8%)
  - Female: 321 (48.2%)
- Race
  - White: 314 (47.1%)
  - African American: 326 (48.9%)
  - American Indian/Alaskan Native: 5 (0.8%)
  - Native Hawaiian/Pacific Islander: 2 (0.3%)
  - Unable to Determine: 19 (2.9%)

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## **Children who have been the subject of an allegation of CAN in foster care or residential settings**

- Age Groups
  - 0-5: 288 (43.2%)
  - 6-11: 226 (33.9%)
  - 12-17: 150 (22.5%)
  - 18+: 2 (0.3%)
- Geographic
  - 449 of 666 (64.7%) are from Urban Counties

### **Data Notes**

- Data represents children who have had an allegation of CAN in foster care or residential care setting (licensed or unlicensed) between July 2007 and September 2008 and who remained in the placement.
- Includes all complaints regardless of disposition

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**Children who have been the subject of 3 or more allegations of CAN in foster care settings.**

- Total Number of Children: 34
  - (0.19% of total active Foster Care Children as of 1/5/2009)
- Gender
  - Male: 23 (67.6%)
  - Female: 11 (32.4%)
- Race
  - White: 13 (38.2%)
  - African American: 19 (55.9%)
  - American Indian/Alaskan Native: 2 (5.9%)

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**Children who have been the subject of 3 or more allegations of CAN in foster care settings.**

- Age Groups
  - 0-5: 10 (29.4%)
  - 6-11: 18 (52.9%)
  - 12-17: 6 (17.6%)
- Geographic
  - 22 of 34 (64.7%) are from Urban Counties
- Data Notes
  - *Data represents children who have been the subject of 3 or more complaints of abuse or neglect in a foster home or residential setting and who remained in that setting.*
  - *At least one report was made after July 2007*
  - *Includes all complaints, regardless of disposition*

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## Foster Care Children with 3 or more placements within 12 months

- Total Number of Children: 2,551  
(14.3% of total active Foster Care Children as of 1/5/2009)
- Gender
  - Male: 1,244 (48.8%)
  - Female: 1,307 (51.2%)
- Race
  - White: 1,230 (48.2%)
  - African American: 1,257 (49.3%)
  - American Indian/Alaskan Native: 33 (1.3%)
  - Asian: 9 (0.4%)
  - Nat. Hawaiian/Pacific Islander: 4 (0.2%)
  - Unable to Determine: 18 (0.7%)

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## Foster Care Children with 3 or more placements within 12 months

- Age Groups
  - 0-5: 649 (25.4%)
  - 6-11: 544 (21.3%)
  - 12-17: 1,185 (46.5%)
  - 18+: 173 (6.8%)
- Geographic
  - 1,467 of 2,551 (57.5%) are from Urban Counties
- Data Notes
  - *Data represents children who have been in three or more placements within the previous 12 months.*
  - *Excludes a return home event*

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## **Children in Residential Care Settings for One Year or Longer**

- Total Number of Children: 508  
(2.8% of total active Foster Care Children as of 1/5/2009)
- Gender
  - Male: 338 (66.5%)
  - Female: 170 (33.5%)
- Race
  - White: 219 (43.1%)
  - African American: 277 (54.5%)
  - American Indian/Alaskan Native: 11 (2.2%)
  - Unable to Determine: 1 (0.2%)

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## **Children in Residential Care Settings for 1 Year or Longer**

- Age Groups
  - 0 - 5: 1 (0.2%)
  - 6 - 11: 38 (7.5%)
  - 12 - 17: 395 (77.8%)
  - 18+: 74 (14.5%)
- Geographic
  - 324 of 508 (63.7%) are from Urban Counties
- Data notes
  - Data represents children who have been in a continuous residential care setting for 12 months or more.
  - Living arrangements
    - Private Child Caring Institutions
    - DHS Training Schools
    - Mental Health Facilities
    - Court Treatment Facilities
    - Out of State Child Caring Institutions

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## Foster Care Children in Unrelated Caregiver Placements

- Total Number of Children: 290  
(1.6% of total active Foster Care Children as of 1/5/2009)
- Gender
  - Male: 132 (45.5%)
  - Female: 158 (54.5%)
- Race
  - White: 160 (55.2%)
  - African American: 124 (42.8%)
  - American Indian/Alaskan Native: 3 (1.0%)
  - Asian: 1 (0.3%)
  - Unable to Determine: 2 (0.7%)

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## Foster Care Children in Unrelated Caregiver Placements

- Age Groups
  - 0-5: 73 (25.2%)
  - 6-11: 67 (23.1%)
  - 12-17: 111 (38.3%)
  - 18+: 39 (13.4%)
- Geographic
  - 201 of 290 (69.3%) are from Urban Counties
- Data notes
  - *Unrelated caregiver placement is defined as an unlicensed home in which the caregiver is not a relative of the child but approved as a placement resource because of prior ties to the child and/or the child's family.*

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# Relative Caregiver Licensing

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## Process

- March 2008: Initiative began to license relative caregivers. DHS and private CPAs shared responsibility for licensing relative homes.
- DHS allocated 80 title IV-E funding specialists. The position description for the job designates 50% of the time be spent on relative licensing.
- FY 2008 and 2009 budget provided funding for 1,086 homes to be licensed by private CPAs.

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## Initiative Results

A review of the data collected showed that approximately half of the relative caregivers contacted refused licensure.

Lessons learned from the initiative were used to move forward with licensing new relative placements and the backlog cohort.

## Relative Caregiver Backlog Cohort

- As of September 30, 2008 there were 6,079 children placed with 3,623 unlicensed relative caregivers.
- There are currently 4,431 children residing with 2,956 unlicensed relative caregivers in the Relative Caregiver Backlog Cohort.
- From 9/29/08 to 3/10/09, there has been a 27% decrease in the number of children residing with unlicensed relatives in the Relative Caregiver Backlog Cohort.

## Reasons for decrease in the Relative Caregiver Backlog Cohort

- Between 1/1/08 to 3/18/09, 333 relative-only licensed have been issued.
- Children have achieved permanency or cases have closed
  - 683 children have returned home.
  - 571 children have transitioned to adoptive placements (which includes relative caregivers)
  - 934 cases closed for various reasons such as petitions dismissed, adoptions finalized, and placement with a parent.

## Characteristics of Relative Caregivers

- 35% African American
- 61% White
- 64% Female
- 36% Male

## Relative Caregiver Characteristics- Age

- 9% 18-29
- 19% 30's
- 27% 40's
- 28% 50's
- 13% 60's
- 4% 70+

## Relative Caregiver Characteristics Length of Stay

- 2% 7-30 days
- 10% 1-3 months
- 20% 3-6 months
- 15% 6-9 months
- 12% 9-12 months
- 24% 1-2 years
- 17% over 2 years

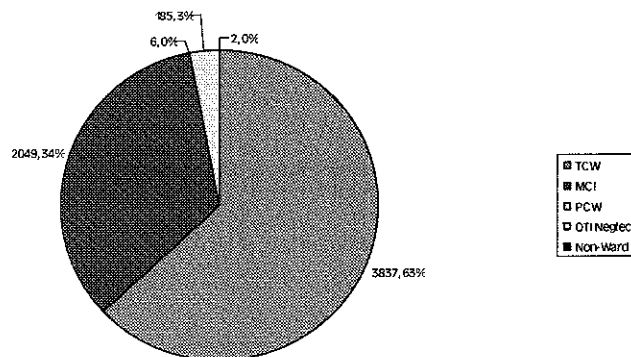
## Relative Caregiver Characteristics Number of Relative Children per Home

- 62% 1 child
- 24% 2 children
- 9% 3 children
- 3% 4 children
- 2% 5 or more children

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Relative Caregiver Backlog Cohort by Legal Status

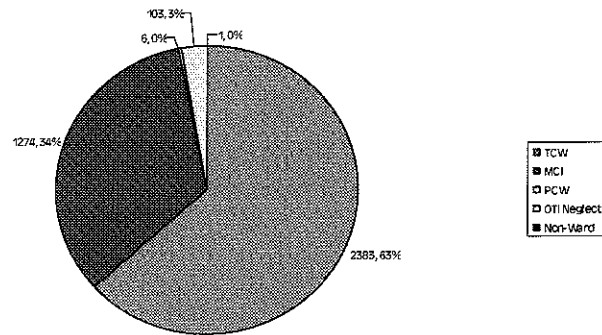


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Urban Counties Relative Caregiver Backlog by Legal Status



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## Backlog Cohort

The relative licensing backlog cohort needs to be matched against:

- ✓ Permanency backlog
- ✓ Special reviews

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## New Relative Licensing Cases

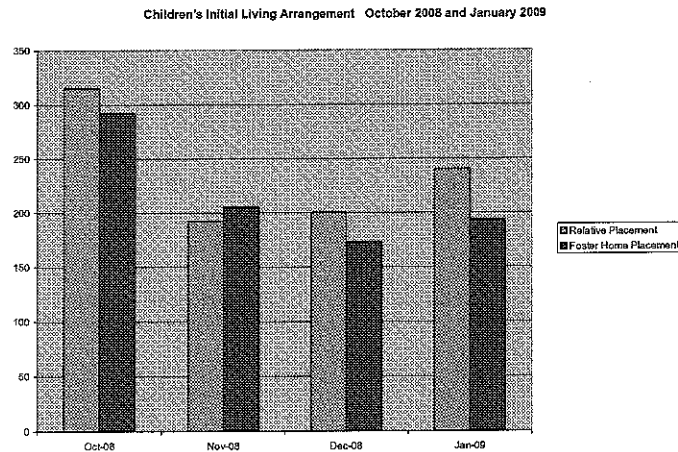
- Counties will add new relative placements to the monthly excel spreadsheet.
- The Relative Licensing Coordinator will track this cohort separately.

## Impact of New Policy Requirement Licensure of Relatives

For the month of October 2008, 691 children entered care. Of this number, 265 (38%) were placed with a relative.

By comparison, in October 2007, 747 children entered care. Of this number, 280 (37%) were placed with a relative.

## Impact of New Policy Requirement Licensure of Relatives



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## Family Incentive Grant FY 08 & 09

- Legislature appropriated \$375,000.00 to facilitate initial licensure of a home or licensure renewal for an existing foster family home.
- In FY 08 (April to September) expenditures equaled \$58,473.11
- As of 4/22/09, expenditures for FY 09 equal \$147,628.65
- Expenditures can be grouped into 5 categories: Windows, Beds, Septic/Well, General Repairs and Smoke Alarms/Carbon Dioxide detectors.

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## Relative Licensing Process Review

- A Central Office Impact team was established to gather feedback from frontline staff regarding the new requirements.
- Three counties were identified: Kalamazoo, Arenac and Ingham.

## Process Review Cont.

- All participants noted similar concerns:
  - ✓ Need flexibility for foster parent training
  - ✓ 90-day time frame is too short
  - ✓ Delay in processing paperwork to issue license
  - ✓ Additional resources needed for physical exams
- Best practices were also identified:
  - ✓ DHS and private agencies developing real partnerships
  - ✓ Conducting in-home orientation or personal PRIDE training sessions to meet the needs of relatives

## Relative Licensing Policy Updates

- In March 2009, revisions were made to policy that allow placement with an unlicensed relative even if they refused licensure.
- When a relative meets all the requirements for placement and is able to be licensed but refuses to agree to be licensed (despite hearing about the benefits of licensure), placement may be made only if:
  - Home assessments and safety checks are appropriate.
  - Placement with the relative is in the child's best interest.
  - Benefits of licensure are explained.
  - Relative signs a waiver refusing licensure.

## Placement Until Age 20

- Current policy allows youth in a school program or training to stay in foster care placement until age 20.
- Policy will be amended to expand the eligibility to include all youth in care.
- Policy will be released by interim policy by March 2009.

## Available Services Until Age 21

- Youth in Transition services (funded by Chafee) are available to current and former youth until age 21.
- Youth can access services, even if the foster care case is closed, in the DHS county office in their county of residence.
- Education Training Vouchers (ETV) are available to eligible youth until the age of 23 as long as the youth applied prior to his/her 21<sup>st</sup> birthday.

## Our Children Achieving Permanency

(Referenced as “Backlog Cohort”  
in settlement agreement.)

## Permanency Backlog Teams

- Foster Care Permanency Teams are being formed to address permanency backlog cohorts.
- Teams consist of lead foster care worker (permanency planning backlog specialist,) permanency planning assistants and permanency supervisor.
- Currently 83 Permanency Planning Specialists, of the allocated 108 positions, are on board in the designated counties:
  - Wayne 43
  - Genesee 16
  - Macomb 12
  - Oakland 8
  - Kent 4
- Recruitment for the remaining 25 positions is ongoing and expected to be completed by April 1<sup>st</sup>.
- The Permanency Planning Specialist positions are not term limited. These foster care workers will be used to address backlog and additional permanency issues, as needed.

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## Permanency Planning Specialists

- Additionally, there are 104 limited-term Permanency Planning Assistants currently allocated to the designated counties. These workers will function as secondary case workers and will assist the permanency team with non direct case service responsibilities, such as document retrieval, transportation and case reviews.
- The PPAs are allocated as follows:
  - Wayne 53
  - Genesee 14
  - Macomb 13
  - Oakland 16
  - Kent 8

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### **Definitions for Backlog Cohorts**

**Days in Care:** The number of days from the acceptance date to the report run date.

**TPR:** Termination of Parents' Rights.

**TCW:** Temporary Court Ward.

**TPR Backlog Cohort:** Active foster care youth whose parental rights have been terminated prior to 01/01/2008.

**TCW Backlog Cohort:** Active foster care youth prior to 01/01/2008 with a goal of reunification.

### **Permanency Backlog Cohort**

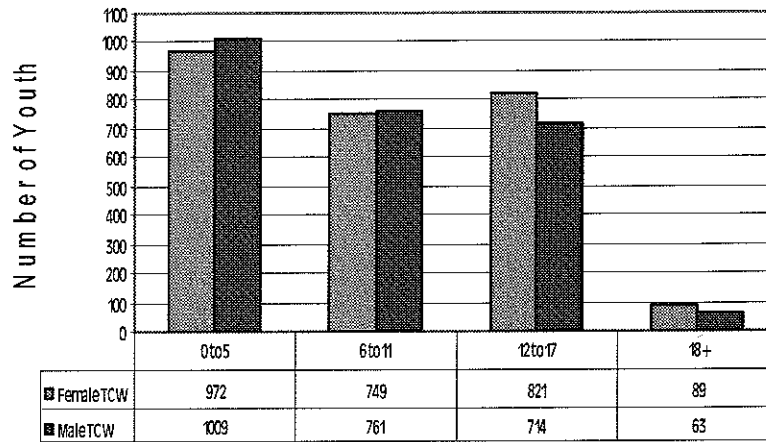
- Baseline cohort data, as of 9/30/08:

Temporary Court Wards (TCW): 5178

Terminated Parental Rights (TPR): 4396



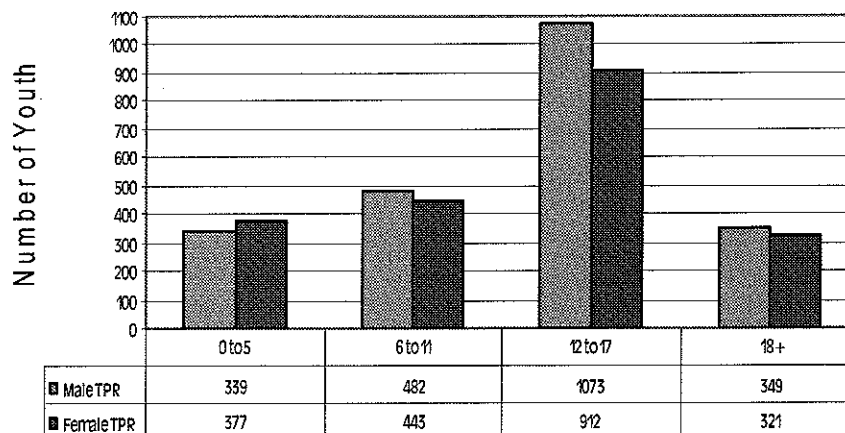
### TCW by Age and Gender 09/30/08



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### TPR By Age and Gender 09/30/08



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## TCW Backlog by Race 9/30/08

Age	White	Unable to Determine	Native Hawaiian/ Pacific Islander	Black or African American	Asian	American Indian/ Alaskan
0-5	1007	5	3	928	2	37
6-11	760	4	5	718	1	23
12-17	671	4	1	835	6	18
18+	54	0	0	98	0	0
Totals	2492	13	9	2579	9	78

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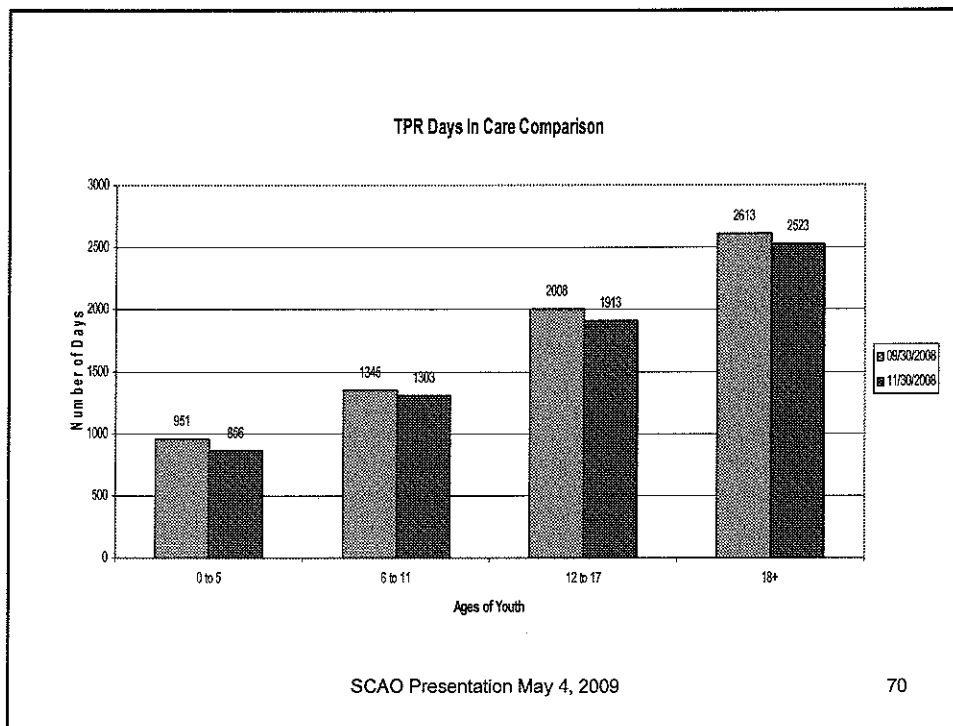
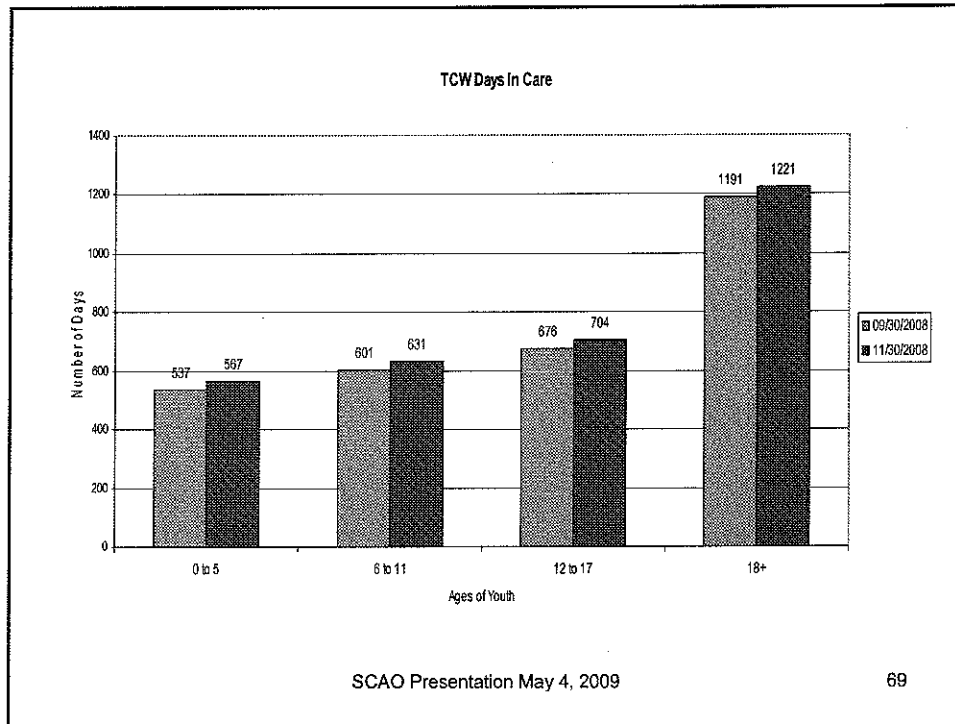
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## TPR Backlog by Race 9/30/08

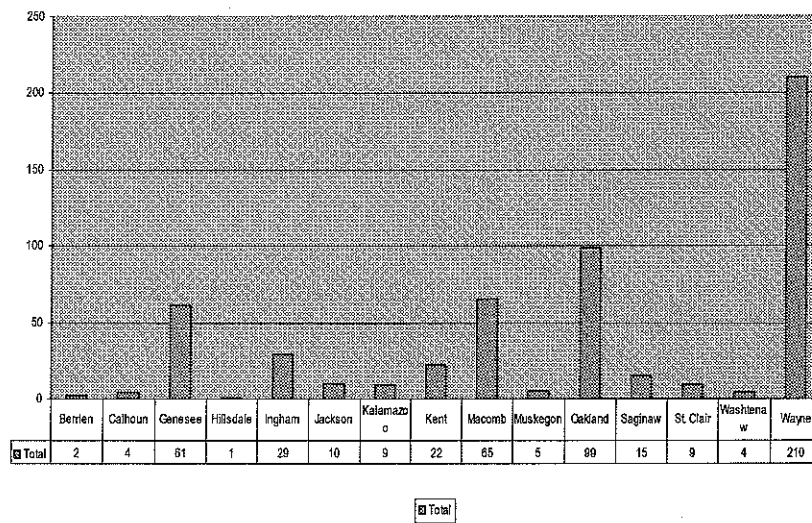
Age	White	Unable to Determine	Native Hawaiian/ Pacific Islander	Black or African American	Asian	American Indian/ Alaskan
0-5	399	3	3	394	4	10
6-11	420	4	0	490	2	8
12-17	764	8	4	1190	0	20
18+	235	5	2	424	2	2
Totals	1818	20	9	2498	8	40

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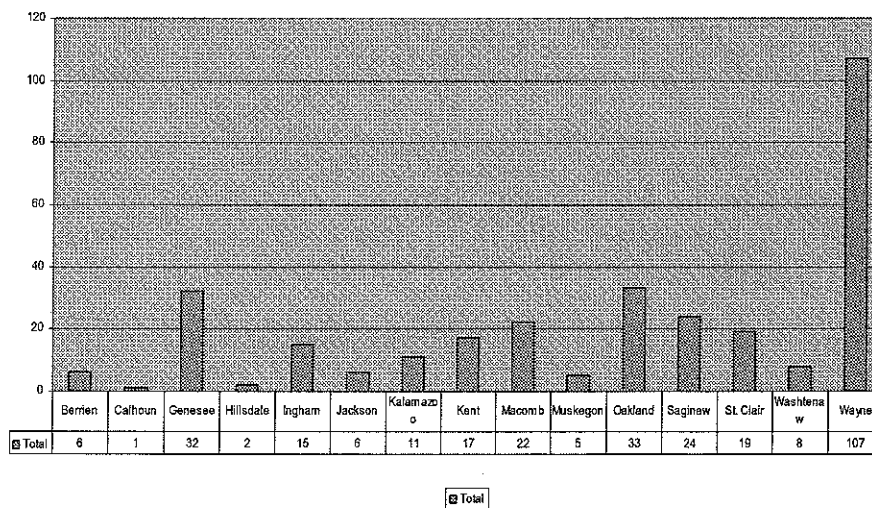
TCW Backlog Cohort - Cases Closed (11-30-2008)  
Top 15 Counties



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TPR Backlog Cohort - Cases Closed (11-30-2008)  
Top 15 Counties



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## Progress toward permanency as of 4/16/09

- **Cases closed:**
  - TCW Cohort: 1989 (51%)
  - TPR Cohort: 750 (17%)